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ABSTRACT

This resource manual is intended for use by vocational rehabilitation professionals and students interested in learning more about Work Stations in Industry (WSI). Chapter 1 discusses sheltered employment without the traditional sheltered workshop. This type of program is accomplished by establishing training and employment stations within community business and industry. The next four chapters focus on developing and implementing the WSI program: introducing change by selling to the agency and planning for change; marketing work stations to industry; bidding and contracting, including contract options; and starting up (worker and supervisor selection, phasing in, and backing up). Chapter 6 addresses work station operation. Topics include servicing the account, worker considerations, supervisor considerations, wage and hour considerations, financial management, recordkeeping and reporting, and agency organization. Chapter 7 concerns rehabilitation services needed by WSI workers. (YLB)

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Resource Manual for Work Stations in Industry

by

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INTRODUCTION

This manual is intended for use by vocational rehabilitation professionals and students interested in learning more about Work Stations in Industry. The number of inquiries we have received about the program have increased to the point where we felt that it was time for a manual of this sort.

We have kept to a step-by-step, "how-to" approach, so that others could duplicate our results. Our experience is inevitably somewhat narrow and other methods of Work Station development or operation may work better for you.

Our experience has been as a part of Monarch Industries, the vocational division of the Onondaga Association for Retarded Citizens in Syracuse, New York. Our agency began evolving from a traditional sheltered workshop in 1977, when a contracting company asked if a temporary collating contract could be completed at their plant. The striking success of this operation for both parties led to a decision to pursue funding for a full-time staff person to develop permanent Work Stations in Industry. Four years later, the program serves about 85 clients annually at nine work sites. The major contracts include running the evening dishwashing shift at a local hospital seven days per week with two supervisors and 17 workers, maintaining the buildings and grounds of a 48-building apartment complex with six workers and a supervisor, sorting and reworking metal scrap at a warehouse of the local utility company, and cleaning and maintaining vacant properties on a seasonal basis.

We would like to thank the staff, administration, and board of directors of the Onondaga Association of Retarded Citizens for the support and cooperation we receive in our efforts. We would especially like to thank Marion Keib for her advice, hard work, and patience. We are also grateful to the New York State Office of Vocational Rehabilitation for their Rehabilitation Workshop Support Program grant for the position of Work Stations in Industry Coordinator. Lastly, we would like to express our appreciation to the contracting companies who have taken a chance with something unfamiliar, and to the workers who have made it all happen.

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February 23, 1982

FOREWORD

Over the last 12 years we have learned that the best materials for use in developing and improving client rehabilitation programs comes from those who work directly with the clients--the professionals in sheltered workshops, rehabilitation facilities, and work activity centers. They've had to--there's a critical shortage of written and audiovisual materials for use in rehabilitation facilities and rehabilitation professionals have had to rely upon themselves to develop programming that meets needs and solves problems.

This publication is a good example. The problem of finding and keeping training and employment for clients is faced in almost every sheltered facility. These authors solved that problem to a great extent by developing training and employment stations within surrounding business and industry. It's not an altogether new concept, but the way these people did it made it the success that it is. This concept might not be adaptable everywhere, but a good share of sheltered facilities might be able to do it to some degree.

We thank David Hagner and Perry Como for putting their program into print and for their willingness to share their ideas with the field. We hope that others will send their materials to MDC so that we can turn it around and get it out so others can benefit.

Ronald Fry
Materials Development Center
May, 1982

CHAPTER 1

SHELTERED EMPLOYMENT WITHOUT WORKSHOPS

Agencies and facilities responsible for the vocational rehabilitation and habilitation of severely disabled persons have, by and large, adopted the sheltered workshop as their primary model of service delivery. While differing greatly in details, all workshops can be generally characterized as special facilities set up to provide work and work training for disabled workers. The work is secured by subcontracting it from other "regular" companies in the community and bringing it into the facility for the workers to perform. Sometimes the workshop manufactures some products of its own. There is usually a clear separation of personnel at the facility: most of the production workers are disabled and most of the managers are non-disabled. The work performed is generally in the goods-producing sector of the economy.

To some extent, questions have arisen about the adequacy of this model for vocational rehabilitation, and some have begun to look for extensions of or even replacements for it. The limitations of workshops fall into three main categories:

1. Segregation. The reliance of a "separate but equal" work place for disabled workers has been termed unsatisfactory, both from the moral-ideological point of view and from the clinical-practical perspective. Morally, we tend to favor integration over segregation. We would prefer that disabled people work, learn, and live in the same settings as others to the greatest possible extent (Center on Human Policy, 1979). Current legislation supports this view. Section 504 of the Vocational Rehabilitation Act states that rehabilitation services "...must afford handicapped persons equal opportunity to obtain the same result, to gain the same benefit, or to reach the same level of achievement, in the most integrated setting appropriate to the person's needs" (Par. 84.4(b)(2), 42 Federal Register, 22687). Clinically, segregation is an inefficient work adjustment methodology. The social modeling that takes place in a workshop is the modeling of inappropriate behavior by unsuccessful workers. In addition, the expectation level and work atmosphere of a workshop differs, sometimes markedly, from that of an ordinary industrial work place. Both "clients" and "staff" become socialized into the peculiar subculture of sheltered employment (for example, in their use of terms like "client" and "staff"). Finally, the very existence of the special facility perpetuates the belief that disabled people belong "with their own kind," hindering both their competitive employability and their general perception as citizens of equal rights and dignity.

2. Downtime. Workshops are plagued with continual peaks and valleys in their workload and are absorbed in the problem of finding enough work week by week or even day by day. Primarily, this is a function of the "small job shop" model whereby they seek out bits and pieces of the production output of the community: odd jobs, production overruns, rush orders, etc. If no company makes a larger commitment than this to the agency, the production of the workers never becomes linked to the essential economic activity of the area. At best, worker pay fluctuates, job layouts are "featherbedded," and workers who find it difficult to learn are constantly switching from one job to another. At worst, agencies resort to work samples, make-work, and field trips.

3. Goods-Production. The economies of industrialized countries have shifted dramatically from a goods-producing to a service-producing emphasis during the last several decades. This trend is likely to continue. Therefore, it makes increasing sense to emphasize service-type work in vocational training. Many services cannot be performed in a special facility. Cleaning, grounds keeping, ticket taking, personal attending, dishwashing, farming, food preparation, and countless other jobs are best performed "on-site" right where they are needed. Workshops lock their workers out of this sector of the economy to some degree.

Several innovative approaches to these problems have been suggested, whereby an intermediate step can be put in place between the workshop setting and the level of competitive employment. Brickey (1974) and DuRand and Neufeld (1980) have advocated that most sheltered employment should be at job stations in community industries and businesses. Hansen (1969) described a "work crew approach" to providing employment for severely retarded workers. Gerber (1979) described the "job work site" model for services to the psychiatrically disabled. Some European countries have developed what are known as industrial "enclaves" as an extension of the workshop (Greenleigh Associates, 1969). This type of model has come to be better known as "work stations in industry" (McGee, 1975).

In a work station in industry (WSI), one or more disabled workers work at a community work site under contract to a rehabilitation agency. "Industry" is used in its broadest sense to include any type of for-profit or not-for-profit firm or governmental unit. A "community work site" can be any location, indoors or outdoors, that is not specifically designed for the employment and training of disabled workers. In other words, work stations are away from the rehabilitation agency's physical plant and grounds.

Typically, at a work station, the agency contracts to perform a specified kind and amount of work at the company. The company provides:

--space
--work and materials
--supplies and equipment (negotiable)
--payment due

The agency provides to the company:

--sufficient workers
--supervision
--training
--pay administration
--all benefits, compensation, and insurance
--all personnel functions

The workers are employed by the agency. The agency guarantees to the company a certain quantity and quality of work. All standards and deadlines are the responsibility of the agency. The workers work in a setting where successfully

employed workers also work. They are exposed to and virtually become part of the regular work force. The expectations are close to those of the regular world of work. The physical plant and equipment are likely to be "state of the art" for the particular industry. The atmosphere and routine are that of the host company, which the workers gradually adapt to and master.

A WSI program does not take the place of a competitive placement program. It might be considered a bridge between sheltered workshops and competitive employment and forms a vital link in a full continuum of vocational options (DuRand and Neufeld, 1980). See Figure 1.

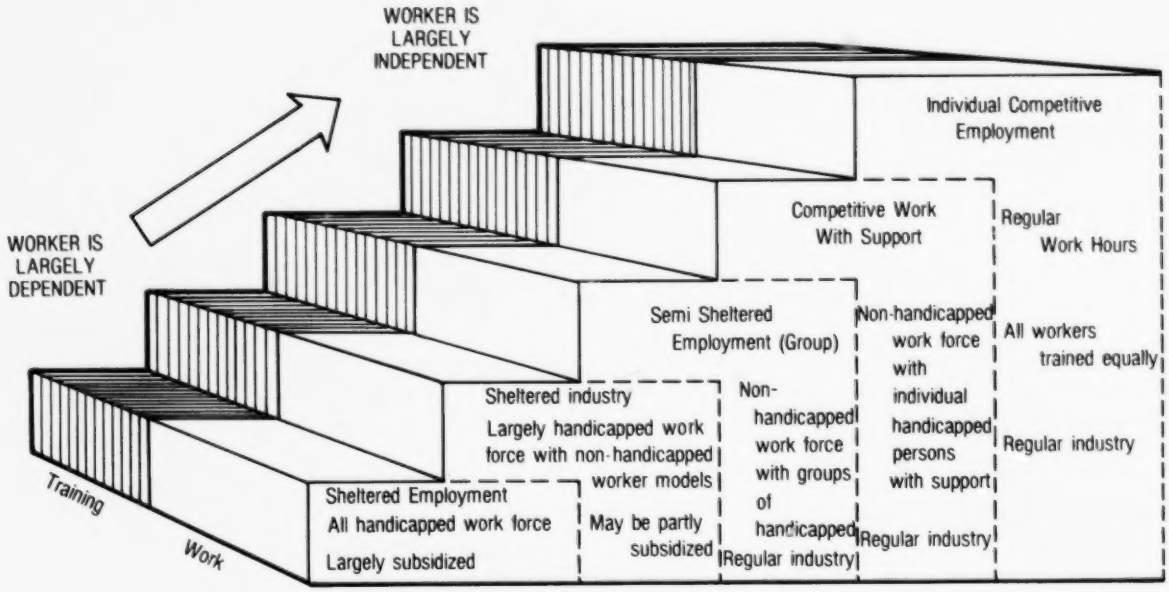


Figure 1 Continuum of employment options from dependent to independent.

A WSI program can either extend or largely replace a traditional sheltered workshop. Many agencies, in our experience, have already adopted the beginnings of a WSI model without recognizing it as such. A common example is the janitorial contract. By recognizing, encouraging, and expanding their WSI potential, rehabilitation agencies may be able to greatly enhance their vocational services.

CHAPTER 2

INTRODUCING CHANGE

Agencies which have invested a great deal in another model are understandably reluctant to change. However, it is not possible to run a WSI program with only partial commitment. In large work stations, the degree to which the agency and host company will link their operations together is much greater than, for example, in workshop contract procurement and job placement. At some point, the agency will become involved in the program at all levels. The Executive Director, Board of Directors, agency attorneys, and agency insurance carrier, to name a few, will play a part and the wisest policy is to obtain their understanding and support as early as possible.

Selling to the Agency

Agency administration will be interested in what the advantages will be for the agency to embark on a WSI program. There are three kinds of important advantages:

1. Rehabilitation. Clients assigned to a WSI can, as a general rule, be expected to make faster progress than those in workshops (Rapp, 1979). A number of factors are probably at work. The industrial atmosphere and the presence of model workers exerts a powerful influence on work behavior. Workers are employed steadily, with less downtime, resulting in higher pay and in identification with their career. Instead of saying "I am a client at the workshop," they might say "I am a dishwasher at the hospital." The workers get to see the context of their production; it isn't simply shipped away, and they stay on the same job as long as it takes to master it. Increased self-confidence and social sophistication, while difficult to measure, are easy to see in workers transferred to a WSI after years in a workshop. The work performed is likely to be more directly related to the job market on a WSI. The company also has invested in the appropriate machinery and equipment and may employ engineers and other specialists whose know-how is automatically made available to the agency. As a result, the placement potential is high. The worker has a chance for his or her skills to be observed by the company and to be offered a job there or be provided with a reference to use in job hunting. Since more occupational areas are available to WSI's, there is a better chance that a given individual's interests and aptitudes are matched to the assignment.

2. Cost Effectiveness. WSI's are cost effective for much the same reasons that they are rehabilitative (McGee, 1975). The agency does not have to pay for a building, its utilities, or its upkeep for those clients at a WSI. The agency probably does not have to purchase any equipment, tools, or supplies for the work station contracts. The agency does not have to pick up or deliver goods. The company will have the necessary engineering staff and other specialized production personnel. The agency can focus its limited resources on one thing: the training, supervision, and vocational guidance of its clients. On the income side of the ledger, WSI's receive steadier contract income and increased case service fees. This latter fact is due to the higher placement rate and commensurate greater proportion of clients in evaluation and training status. Grants and other financial supports are more likely if

an agency is innovative and in line with current trends toward less restrictive environments.

3. Recognition. A well run WSI program becomes a credit to the agency. Work stations are newsworthy items. The business sector can become an effective advocate on the agency's behalf, having become more deeply involved with the agency through a WSI. Such things as a letter to the editor of the local newspaper by a parent pleased with the progress of a worker, letters of support from advocacy groups, or an award from a local professional rehabilitation association will add up to a positive community image of the agency and its clients.

Planning for Change

Successful agency change follows some predictable patterns. The Research Utilization Laboratory (1976) lists several guidelines on introducing change and these apply with only minor adaptations to the implementation of a WSI program.

1. Include as many people as possible in the planning stage. Specifically, make sure that everyone who will be affected by the change understands and supports it. For example, case managers will have to travel to various work sites to observe their clients rather than having them all work in one building. The agency will have to pay travel expenses. All the consequences need to be thought through.

2. Secure active support from top management for the program. A WSI program cannot work "from the bottom up" because the company will expect agency management to be available to discuss the terms and eventually sign an agreement.

3. Be prepared to make an investment that does not pay off for a while. A major work station can take a year or more to secure. In its early stages, a work site sometimes demands extra supervision. All these costs are initally borne by the agency.

4. Each agency will have slightly different circumstances that may call for an adaptation of the general WSI concept. Each community has a different industrial base. The hallmark of WSI programs is their flexibility. Some idea of the range of options in WSI contracts is presented in Chapter 4.

5. If it is not possible to meet the previous four guidelines, it is important not to try to implement the program. Because of its high visibility, a poor WSI is much worse than no WSI.

CHAPTER 3

MARKETING WORK STATIONS

It should be the responsibility of one person in the agency to see that work stations are sold to industry. Usually this will be the Program Coordinator, the same person responsible for the program. Two other staff members might be in a position to assist in marketing. One is the Contract Procurer, who may already be in contact with companies with WSI capabilities. The second is the Placement Specialist who might know of businesses with openings more suited to a WSI than competitive employment. The WSI Coordinator will also turn up leads for these other two programs. In this way, an agency can develop a unified approach to the business sector, each agency representative selling a comprehensive series of options.

Target Industries

Generally speaking, the companies who will want to talk about work stations are those experiencing some sort of personnel problem. Some kinds of problems that companies face are:

--areas of high turnover or absenteeism

--underutilizing skilled workers on routine tasks

--low productivity due to boredom and even vandalism

--setting work aside that isn't cost effective or would be too labor intensive

--routine overtime pay or regular workers taking work home

--use of expensive manpower service contracts

--seeking to show good intent for affirmative action

--expanding or opening a new facility

Companies that already contract with the agency or hire job ready clients are an excellent source of leads. The major advantages for them to contract for a work station are:

Over Workshop Contracting:	Over Regular Hiring:
--greater product control	--guaranteed dependability
--faster turnaround of products	--an extra supervisor
--no shipping cost	--no cost for fringe benefits
--lower overhead charge	--no insurance or compensation
--free look at a pool of trained potential employees	--no cost for hiring, training or personnel management

If your agency purchases goods or services from a company, you might want to add it to your list of prospective contractors. All these companies you do business with are also able to give you a reference with still other companies.

The business section of your local newspaper will inform you of company expansions and new openings. The classified section is useful, not so much for individual openings, but to give you an idea of which types of companies are frequently in the market for labor.

Local clubs and organizations are always looking for speakers. The best are those with representatives of company management, such as the Chamber of Commerce, Manufacturer's Association, or Purchasing Manager's Association.

Personal contacts, either through agency staff, relatives, board members, or even clients, are always better than approaching a company "cold."

There is no universally valid rule as to who in a company is the best one to contact. Work stations can be obtained by way of the personnel department, purchasing department, or top management. Many times the best person is one with a title like "General Manager," "Vice President for Operations," or "Department Head."

Advisory Committee

A committee of representatives of local industries is extremely helpful in shaping the direction of a WSI program. Advisory committee members can put you in touch with a large network of potential contractors and can act as a liaison or "foot in the door." They can also steer the marketing efforts in a general way through familiarity with market trends. The most successful advisory committees are given a definite overall mission by the agency and then are run as much as possible by the business representatives themselves.

Selling Work Stations

The focus of every appointment or meeting with a company is on how you can meet their needs. Your job is to find out their problems and suggest ways to solve them. It is important to avoid "selling the disability" by calling attention to how sorely your clients need work. If you have done your homework and targeted companies with difficulties, your chances of selling the idea in dollars and cents can be good.

For example, the dishwashing personnel on the evening shift at a hospital are likely to be paid nearly the minimum wage and might be students or "job-hoppers." The turnover rate is probably high. The department might be spending a great amount of time and money hiring and training workers, finding substitutes for workers who don't show up, and in overtime pay. Suppose that you offered to take away all the Food Service Director's headaches by taking over the evening dishwashing shift. For one set price you guarantee that the dishes are done and done right every day. Your supervisor would work in the dish room, freeing up the hospital supervisor for other duties. You have made an offer that is not easily refused.

Although there is no one standard sequence of events in marketing work stations, a tour of the work place is usually a crucial step. During the tour, the feasibility of the project is assessed. The company is encouraged to give as much information as possible about their problem areas and tentative solutions are discussed. It is important to appear flexible in fitting in with what the company needs. They probably also have some apprehensions about disabled workers and the more openly these are discussed the better.

If the company has a particular worry, the agency will be formulating a proposal that takes care of the problem. If they think that a large group of agency workers is too many, suggest that you start with one or two and see how it goes. If they are concerned about the supervisor you will send, have the supervisor work at the plant for a few days to get the feel of the operation. Obviously, the agency will take a loss if the program doesn't work out.

Sometimes the initial talks can be followed up with a rough proposal to the company in writing. This gives them something concrete to respond to. The "gestation period" for your proposal can range from a couple of weeks to a couple of years. It would be surprising if a company jumped at the idea immediately.

There are other secondary benefits to companies that contract for WSI's. One is positive public relations and you can be sure to mention some possibilities. For example, an article in the newspaper or trade journal about the program could highlight the company's outstanding civic consciousness. These secondary factors, although not unimportant, cannot sell a work station on their own merits.

Labor Unions

Collective bargaining agreements commonly restrict work at the company to company employees and union members. However, there are a number of successful work stations in unionized companies. The reason why this could be so is that there are three categories of work open to a rehabilitation agency at these facilities:

1. Some work is exempt and set aside for outside contracting in a collective bargaining agreement. One common example is grounds keeping at the plant.

2. The work station can create work that did not exist before, is not covered by a job description, and has no relation to personnel or the union. An example of this is sorting and rework of scrap.

3. Jobs that are currently contracted out by the purchasing department, such as those done at a workshop, can continue on the same status, only be transplanted to the company's place of business.

Each situation is individual and labor unions differ widely in their reaction to this type of program, but it is simply not the case that unions pose an insurmountable barrier to work stations.

CHAPTER 4

BIDDING AND CONTRACTING

In a WSI program, bidding and contracting are less frequent but more critical and time-consuming than in workshop subcontracting. Because agency workers will be at the company, placement type issues arise (e.g., architectural accessibility). The issues raised by the company will be complex as well (e.g., insurance). Regarding a prospective project, the agency must decide whether or not to pursue it and bid and what will be the parameters of the agreement.

To Bid or Not To Bid

Work station staff need an in-depth knowledge of the skills and behaviors of the workers likely to be assigned to a work station. This includes such information as what days and hours of work the workers will accept, whether they will use public transportation, etc. A continual two-way communication between WSI staff and referring case managers will maximize the accuracy of this information.

With this general information and an overall plan, the WSI staff will assess in each case whether the work is appropriate and whether the company is appropriate.

1. Assessing the work. How much will the project require in the way of agency resources? What can you commit yourself to? Your agency is probably like most others in that it is desperate for work, but it is important to only take on something that you can do right. Are you ready to operate an evening shift? Can you find a supervisor skilled in this line of work? Does this contract fit in with your program objectives? For example, if part of your mission is to provide work opportunities in a variety of occupational areas, it might not be appropriate to set up a large number of work stations in the janitorial field. Will the work and site have rehabilitation value for the workers? Below are listed a sample of the kinds of considerations to keep in mind:

   (a) Is the company easy to reach by public transportation? Are the facilities accessible to disabled persons?

   (b) How well is the plant kept up? Are lunch areas, lockers, and similar amenities provided to the workers?

   (c) Do the workers learn marketable skills? Is there a placement potential in this line of work?

   (d) Do the workers follow the same work schedule and routine as the regular company employees?

   (e) Do the workers work side by side with other employees and use the same facilities?

(f) Do the workers comprise only a small percentage of the total work force?

(g) Are the company and the work free of connotations that encourage a negative stereotype of the workers?

2. Assessing the company. Since you intend to embark on a serious financial relationship, it might pay to utilize the services of a financial investigation company. Second, you will want the plant to conform to all safety and health standards. Third, you can take some steps to insure that you are not dealing with a company that is likely to exploit the workers or the agency. There are several criteria by which to identify such a company (Bolanovich, 1971):

(a) Low wage scales and poor benefits for the company employees.

(b) Poor working conditions at the plant.

(c) Inadequate personnel staff or training staff for their regular employees.

(d) Impatience to get started and unwillingness to devote time to planning the project.

If the project will be a valuable one for your agency, a contract will be drawn up and submitted. But, to repeat, the best WSI programs regularly turn down opportunities to bid, understanding that it is far better to wait "until the right one comes along."

The Contract

If the work station will be a small one or temporary one or will be with a small company, a short Notice of Quotation may be all that is needed. Large work stations with large companies will require a longer, more formal contract. Examples of both are given at the end of this chapter. Either way, the contract will cover these items:

Services. Usually, one discrete production area or phase of an operation is specified. This will be stated in terms of the outcome to be achieved, with the appropriate quantity and quality requirements. Always talk about the project, not about the labor. If the company opens the discussion with "We need three people to assemble wiggets," this has to be turned around to how many wiggets they need assembled per day. The company will be purchasing the product from you, not the labor. Many operations have peripheral elements that are not obvious on a casual inspection. Some examples of overlooked items: Who will maintain the tools? What is the agency's responsibility in cases of equipment failure? Special production deadlines? For example, institutional dishwashing operations may run on a standard schedule every day except the Annual Dinner when the workers stay three extra hours. Will your workers be working three extra hours? Sometimes a reassignment of duties by the company may be involved. For example, car lot attendants usually are expected to drive cars in and out of the service area, but for the difference in price you are offering to clean the cars, they can have someone else do the driving.

Personnel. It can be stated simply that the agency will provide personnel sufficient time to complete the services as agreed. Some companies will want a range stated, such as "between seven and ten workers." Job assignments are made at the discretion of the agency, although some companies like it stated that they would have a veto power on a worker they felt was not appropriate. The authors know of no case where such a power was exercised. If the agency provides a supervisor, this will be stated. If the company will do the direct supervision, the agreement can state only that the agency is responsible for training and payroll administration. One way to assume responsibility is to state "The agency operates as an independent contractor and employees of the agency will not be considered employees of the company for any purpose."

Equipment. The best kind of agreement to negotiate is where all equipment, materials, and supplies are furnished by the company. If the agency will be furnishing some of these things, what is supplied by whom is spelled out.

Work Schedule. You can adopt the company's work schedule or, for whatever reason, keep to a schedule your agency is more comfortable with. Different schedules will, of course, cause the program to stand out more. It is a good idea to state whose holiday schedule will be followed.

Payment. The company will pay a given amount, either monthly or at completion of the job if it is temporary. Sometimes what kind of invoice is used will be stated or the number of days in which the company is expected to pay. The agency can establish a "bare minimum" bid based on its direct costs to use as the "bottom line" for negotiations. The authors use the cost of worker labor, plus supplies, plus 25-30%, or one-half of the full cost of supervision. Then a higher figure is quoted based on a market analysis of the prevailing price for the type of work and the cost to the company of doing the work another way or leaving it undone. If their alternative is to hire their own employees, the costs will include gross wages, plus a percentage for fringe benefits and insurance, plus an additional amount for high turnover, absenteeism, and other nuisances. These are sometimes called the "hidden costs of employment" (D.H.E.W., 1973) but are not truly hidden from the managers of the company and the company is willing to pay you to assume them. The resulting figure can be considerably higher than the "bare minimum" overhead. One contract, in the authors' experience, was billed at over 900% above labor and supplies and the company considered the price a bargain. The final negotiated price, usually between the high initial bid and the lowest acceptance figure, is quoted to the company per number of pieces or per day or week, not per person.

Term. The starting date should allow lead time for setting up. Two weeks is a very short time; four weeks would be better if the company will accept it. Ongoing work stations continue unless terminated by either party with specified notice; no ending date is suggested. But the length of probationay period, 60 or 90 days, after which the agreement will be reexamined, can be stated. The contract can state that it will be rebid periodically (annually, for example). When rebid, the price will be adjusted to cover increases in the prevailing wage. In addition, the work site may find that it is doing additional tasks that were not in the original agreement and these can be negotiated.

Other Clauses. The company expects the agency to agree to maintain public liability insurance sufficient to cover any damage or injury as a result of its operations at the company. Legal advice may be necessary to insure that the wording of this clause is acceptable to the agency. Many agencies will find that they already carry sufficient liability coverage. If not, a rider can be added easily at low cost.

The agency can request that the company consider hiring workers who complete all training on the job and are deemed work ready. The company will always retain the final say in whom it hires, but this "Completion of Training" clause sets an expectation for the company and helps maximize the job placement potential of the site.

Contract Options

Several major options other than the standard large ongoing work station have proven successful and are worth mentioning.

1. Temporary or short-term contracts can be sought so that the agency becomes a kind of labor pool or manpower program. Seasonal work such as harvesting agricultural products or landscaping, or other types of work such as repacking damaged freight on an on-call basis are some examples. These operations have obvious disadvantages: they take more administrative time, result in worker lay offs, and do not develop job skills in definite occupations in a clear-cut developmental progression. Possible uses of short-term contracts are (a) to break into a company with permanent WSI potential later, (b) to get a reference for the program in a new line of work, and (c) as a favor to a company that has been of service to the agency in other ways and has a temporary need.

2. Small, one or two worker work stations can be developed where, for some reason, this is seen as preferable to direct hiring. These can be termed "non-facility supervised" sites (Gerber, 1979). The agency does not provide a full-time supervisor permanantly for each such site. Agency staff train the worker(s), are on-site part-time and as needed, and the agency remains responsible for their employment. One itinerant supervisor can cover a number of small work sites. Some of the many uses of this contract option are (a) as on-the-job training periods, after which the company hires the worker(s), and (b) in cases where a client and/or guardian desires to remain closely associated with the agency and will not accept employment with a competitive employer.

3. Rather than staying together in a crew doing one discrete operation, agency workers can be dispersed in the company doing different jobs. They can, for example, fill in for whichever regular workers are absent. The agency supervisor's role is different under this arrangement, acting as instructor and consultant to and liaison with the company supervisors. The Cleveland, Ohio Vocational Guidance and Rehabilitation Service operates a work site along these lines (Research Utilization Laboratory, 1978).

4. An agency can contract to utilize space in a company and then bid separately on each job opportunity at the company. Since the agency workers are so easily available, agencies that utilize this option seem to be able

to provide a steady flow of work. Agency supervisors at these operations are continually looking out for jobs to bid on and must spend more time separately bidding and invoicing.

The following pages contain a sample quotation on a small work station and sample contract for a larger, more formal work site.

(SAMPLE)

NOTICE OF QUOTATION

Services:	Clean a minimum of 65 and maximum of 75 cable turners per day, using spot remover and degreaser. Peel off old labels and replace with new labels when necessary. Unknot, untwist, and rewrap cord.
Personnel:	Work crew of one to three workers, five days per week. Agency A will provide training and is responsible for pay, benefits, and all personnel matters. Agency A agrees to provide full insurance coverage for its employees while working at Company Y.
Equipment:	All materials and cleaning supplies will be furnished by Company Y.
Work Schedule:	Monday - Friday, except Agency A holidays, 9:00 A.M. to 3:30 P.M. with one-half hour for lunch.
Payment:	$30.80 per day, to be billed monthly.
Term:	This agreement will begin on March 27, 1982, and will remain in effect unless cancelled by either party with three weeks written notice. This agreement may be reevaluated after June 27, 1982.

Accepted By:

_____
Company Y

_____
Agency A
Work Stations in Industry Coordinator

(SAMPLE)

This is an AGREEMENT made between _____ (hereinafter called "the Hospital") and _____, a division of the _____(hereinafter called "the Agency"). The parties agree as follows:

1. Services of the Agency. Agency shall provide personnel to clean the dishes, dinnerware, utensils, pots, and other food preparation equipment normally cleaned on the evening dishwashing shift at the Hospital and to clean the dishwashing and pot cleaning areas, in accordance with the specifications and practices prescribed by the Hospital.

2. Personnel. The Agency shall provide personnel, with the approval of the Hospital, to insure the completion of each day's work. A minimum of seven workers and one supervisor will be assigned to duty each day. The hours of service shall be 4:30 P.M. to 9:30 P.M. Between 4:30 P.M. and 5:30 P.M. the Agency may train and orient its employees to other aspects of food service operation normally undertaken by dishwashing staff, such as serving on the food tray line.

The Agency will initially assume this responsibility four days per week and increase to seven days per week on a schedule to be arranged by both parties. The Agency is an independent contractor and all personnel to provide these services shall be employees of the Agency. The Agency shall be responsible for the payment of employee wages, worker's compensation insurance, unemployment insurance, social security benefits and all other expenses and employee fringe benefits. Agency personnel at the Hospital shall comply with personnel and conduct policies and procedures established by the Hospital. The Agency shall comply with all federal, state and local health policies.

The Hospital shall provide food service uniforms, hair nets, and locker space to Agency personnel working at the Hospital. Agency personnel on duty at the Hospital shall be authorized to park in areas designated for Hospital staff.

3. Completion of Training. In the event that the Agency determines that a specific employee is ready for competitive employment, the Agency shall notify the Hospital and the Hospital shall give consideration to hiring the employee in an appropriate job when an opening arises. The Hospital may furnish a recommendation for an Agency employee provided that his or her job performance can be determined to be satisfactory.

4. Payment. The Hospital shall pay to the Agency $103.00 per day of service, without regard to the daily number of Agency employees, upon submission of an invoice following the end of each month.

5. Terms. This Agreement shall take effect on January 5, 1981, and shall remain in effect until either party decides to terminate it by giving four weeks prior notice in writing. Periodic evaluations and reviews of this Agreement shall take place at least every six months. Prior to January 5, 1981, one or more Agency supervisors will work in the evening dishwashing operation and participate in other orientation activities to be arranged by both parties. This Agreement shall not be changed or amended without prior written approval of both parties.

6. Indemnity. The Agency assumes complete responsibility for, and agrees to defend, indemnify, exonerate and hold harmless the Hospital, its agents and employees from and against all claims, demands, suits, judgments, damages, losses and expenses including attorneys' fees, or recoveries for or on account of any injury to or death of any person, including but without limitation, the agents, servants, employees and invitees of the parties

hereto and damage to any property, or any claims or actions in conncetion with such injury, death or damage, based upon, attributable to, arising out of or occurring in connection with carrying out the service it performs under this Agreement.

CHAPTER 5

STARTING UP

Several steps need to be taken in advance of the first day of work. Most importantly, the supervisor and workers must be selected and the agency must become familiar with the job. The first few days are the most crucial for the work station and there are several steps that can be taken to insure as smooth a transition as possible.

Worker Selection

Workers for a work station are selected from a "pool" of available workers by referral. The most common source of workers is from an existing rehabilitation facility workshop program, but other resources are possible, such as direct referral from the local DVR office, a school district special education program, a prevocational training center, or a community residence program. A work station is seriously jeopardized if the right workers are not available in the numbers needed and when needed. The ideal referral source has the following characteristics:

1. Case managers are well acquainted with the work stations program through frequent visits to work sites.

2. The referral source acts as a "sales representative" to sell its clients on the work station concept.

3. Is flexible in allowing worker tryouts, in allowing workers to return who don't work out at the work station, and in helping to fill openings on short notice.

4. Provides needed back up support without allowing nonproduction considerations to intrude (for example, instructs clients in academic skills needed for a task and arranges instruction outside of work time).

For its part, the WSI program must show consideration for the needs of the referral source and must provide realistic information on the job requirements of its work sites.

Some agencies go to great lengths to set entrance criteria for various services. McGee (1975) lists 14 criteria for entrance into a work station in industry. In the experience of the authors, no two jobs are the same and few criteria apply across the board. Briefly, a work station worker must be able to (a) attend to assigned work and attempt to follow instructions, and (b) not seriously disturb or offend nearby people. These two kinds of skills need to be taught, if the worker doesn't already possess them, in another setting. Beyond that, specific jobs may require further skills or temperaments. Therefore, accurate job analysis is an indispensable tool for WSI programs.

A good job analysis includes the physical demands of the job, the personal characteristics required (temperaments, interests), any skills that are required beforehand, and the type of work environment. A narrative description

of the tasks is usually provided, along with information about the hours and days of work, the starting date, and whether the job is permanent or temporary. Numerous job analysis formats have been developed. The job analysis can be started during initial tours of the work place and completed during lead time, perhaps by the supervisor working at the company in advance. Verbal interview job analyses would never be sufficient. It is important that every aspect of worker presence at the company be analyzed. For example, how convenient is the transportation? Are lockers opened by key or combination? Can meals be purchased at the company?

If some key aspects of the job can be simulated, referred workers can be assessed during the lead time period. WSI staff can also make site visits to where the referred individuals are presently working and observe their performance.

It is important that staff responsible for referral to a work station are independent of the management of the workshop or other referral program; otherwise, the most qualified workers might be held back in the more restrictive environment in order to assist the workshop production.

Worker selection can take into account the overall functioning and morale of the crew. Of two equally qualified applicants, one might harmonize better with the crew on a personal level. A range of levels of ability and personal styles is always helpful. The crew and supervisor have to be able to function as a team. Also, one or two workers with outgoing or pleasant personalities can make a great deal of difference in the overall acceptance of the workers by the regular work force.

When workers are selected, the WSI Coordinator can use a personnel memo to explain the aspects of employment that will be changing (work site, possibly new hours or dress code, what kinds of vending machines are available, etc.). This memo can state that the worker remains employed by the agency and should direct all questions and requests for leave, etc., to the agency and not the company.

The work site, if any, that the worker will be leaving will also probably want to be notified and will want the worker to give notice in advance before leaving to go to a work station.

Supervisor Selection

The primary requirement for supervisors is that they be skilled in the line of work in question. Some production background, in entry-level-type jobs, is important. Second, the personality factors of hard work and dependability are crucial. Last, human service experience or related educational background can be considered. Former workshop production supervisors, the most obvious choice, are not always the best work station supervisors because of the great amount of unlearning required.

Whenever possible, it is a good idea for the supervisor to begin working alone at the company in a related area around the same people who will be interacting with the work station. This period can include participation in orientation sessions if the company has them. The supervisor becomes familiar

with the company and its operation, can fill in details of the job analysis, builds a rapport with company personnel, eases the transition for the workers to follow, and demonstrates commitment "up front" by the agency (since these days of supervisor work are not billed to the company). The supervisor can also set up the work area.

Agency Introduction

Occasionally work station staff have made presentations about the agency to the personnel at the plant in advance of the first day. The presentation replaced rumors with information and face-to-face friendly contact. Any misconceptions or fears could be cleared up. These presentations should be client oriented, explaining the rehabilitation purpose of the agency.

Phasing In

There are three ways to start the work station. One is to simply have everyone show up on the first day and have production begin full tilt. There are many occasions when this is the best way to begin. Other times, it will be better to gradually phase in the work station. Phasing in is useful if some complex skills need to be taught through one-on-one instruction and if you are going to be taking over work presently done by company employees (who will be gradually phasing out). The first way to phase in is to begin one worker at a time, over a period of a week or more, until the entire crew is present. The other way is to begin working a few days per week, then gradually increase the number of days until you are there the full week. If you anticipate that your crew will not be able to meet a tight production schedule at first, one of these methods will allow the experienced company employees to keep production up for the first couple of weeks.

Backing Up

Either way you begin, the first few days will inevitably be confusing and difficult. The company should be told that production will build up gradually and perhaps slowly. Some turnover of workers is to be expected and some details will have been overlooked by WSI staff. It is a good practice for the agency to meet after the first day and discuss what went on. The meeting would include the Supervisor, Coordinator, case managers, and others involved.

The most important need is to have extra back up staff ready to fill in or resolve problems. Back up will make or break a work station program. Some other agency staff (Placement Specialist, Vocational Evaluator, or literally anybody) should be selected to be on call or to go to the work site during the first couple of days. Their duties can include doing the production work to keep up with production until the workers become well trained and familiar with the location.

CHAPTER 6

WORK STATION OPERATION

The key to successful work station operation is in thorough and intense service to the contracting company. The partnership between the agency and company requires continual monitoring and care. One person in the position of Work Stations in Industry Coordinator should be responsible for "servicing the account" and not be burdened with other responsibilities that conflict with this one. Agencies that have experimented with dual job titles, such as "Coordinator/Instructor," Coordinator/Evaluator," or "Coordinator/Anything Else," do not seem to have been successful.

Servicing the Account

Primarily servicing the account means doing what you agreed to do. Although deceptively simple, it can be extremely laborious to project to a company, day by day, that meeting the quantity and quality standards of the contract are as important to the agency as they are to the company.

The first few months will be probationary and sometimes it will be spelled out that way in the contract. As one company manager put it, "We want to be engaged to you before we marry you." It is best if, during this period, the Coordinator spends a good deal of time on the one contract. A corollary to this rule is that it is not wise to develop new work sites very quickly. The amount of time between initial discussions and the end of the probationary period may be six to twelve months, so one new work station per year would be an excellent growth record.

The best policy at first is to "take care of everything" and get the work done. The company is not interested in your "process" as long as your "product" pleases them. Specifically, the procedures and terminology of vocational rehabilitation will appear strange and out of place to the company.

Continually solicit honest feedback from the company. As with job placement, the company may tend to let minor irritations develop into major disasters before mentioning them. Agency staff can develop a "sixth sense" of these irritations and take care of them almost before the company becomes aware of them. Some examples might be the presence of a worker whose loud volume of speech disturbs nearby office personnel or improper use of vending machines on the premises by agency workers.

The second most important factor is person to person relations between workers and company employees, supervisor and company supervisors, coordinator and company managers, etc. Rapport on all levels should be nourished and valued. Staff can identify some "key people" who are able to influence the success of the work station one way or another. Key people are not always the top people. Sometimes company managers wonder how their employees will react to the workers. This has never been a problem; company employees tend to view the new workers as simply fellow workers. As time goes by individuals become acquainted with one another as individuals. Occasionally the workers may be

treated childishly by, for example, using a singsong tone of voice or bringing in candy for the workers. This behavior can be channeled into a more normal type of interaction, especially through modeling by agency staff. In some cases, company employees can be enlisted as on-the-job instructors, perhaps on a "buddy system."

Gradually, as all this happens, the probationary phase will have evolved into a more settled, permanent phase of operation. At this point, the company can become more involved in your operation if it desires. For example, if the supervisor position turns over, the company manager can help select a new supervisor by interviewing the top candidates. There is a limitless amount of expertise that the agency can potentially draw upon.

Sometimes the agency can provide its expertise to the company and it ought to look for ways to do this. Staff can find out something about the business and take an interest in the company's problems. In one case, work station personnel were asked to assist a company to determine the qualifications and best screening method for some of its regular job positions. The agency Evaluator was brought in and consulted with the company. Other potential services rehabilitation can provide to industry include troubled employee assistance, human relations training, and affirmative action consultation (McMahon and Spencer, 1979).

Arrangements for media exposure can also be made by the agency with the permission of the company. Presentation of an award to the company by the agency at an annual dinner, for example, might be covered by a local television station.

Eventually, the program's reputation for dependability and service will be firmly established and will extend to other businesses in the community. Quality work station operation will become the number one marketing tool.

Worker Considerations

New workers are selected to work at a work station as job openings arise. Otherwise, the number of workers would have no relation to the amount of work available, the design and flow of the job would be unrealistic, and the site would lose training value.

One extra position can be created at each work station for tryouts (for vocational evaluation clients, for example). If after a tryout the decision is made to refer the worker permanently, they could be entered on an Alternates and Waiting List to fill in for absences and work permanently at the work site as jobs turn over.

At any given time, there will be a majority of workers familiar with the job, some perhaps job ready and waiting for a competitive job to open up, some workers new on the job, and perhaps one on a tryout basis. An alternative is to provide a time limited work site. Workers would remain on the site for a given number of weeks and then be referred elsewhere. The extreme amount of turnover under these conditions is bound to seem odd to the company and it has other disadvantages as well, but some agencies feel that it better serves their overall mission.

Workers will have to be oriented to the new facility and if the company has an orientation program for its employees, it could be used by the agency as well. Or the agency could make its own list of items each new worker needs to know. Emergency and fire procedures, of course, need to be on the top of the list.

It is best if the workers fit in with the normal routines and practices of the company as much as possible; eating lunch at the same time and in the same place, working the same hours, wearing comparable clothes, etc. They can have time cards made up and use them like everyone else, with arrangements made with the personnel office that they would be for agency use. Long running work sites can gradually increase the richness of social integration. For example, the workers might get permission to join the company bowling league.

Transportation will inevitably be an issue. Ideally, the workers can take public transportation. If so, work station staff need to keep aware of changes in schedules and fares. In the beginning, it might not be feasible to provide travel instruction to all the workers at once, so the agency might train one at a time and transport the rest until everyone knows the way. If the agency will be providing permanent transportation, in a rural area, for example, a great deal of time, effort, and money will be expended on this one part of the operation.

Supervisor Considerations

Production supervisors perform the tasks that supervisors in other rehabilitation settings perform, with several additions:

1. Supervisors handle the complex role of acting "as if" they worked for the company while being accountable primarily to the agency. Company managers might begin to treat the supervisor as they would other company supervisors. While this is a good thing, it places demands on the supervisor. What should be the response, for example, when a supervisor is reprimanded by a company manager? The complexity of pressures on the supervisor needs to be dealt with.

2. Supervisors are "customer service representatives" in that they handle the day-to-day liaison work. They must be skilled in public relations to a certain extent and project an image of competence, dependability, and friendly service. Some company managers are "picky" about minor details, but if it helps relations with the company, the attitude of the supervisor should be to "do it their way" without complaint.

3. Supervisors are on duty whenever agency workers are at the company, including break times, on the way in, etc. Social behavior and indirectly job related behavior (such as changing clothes in the locker room) are all part of the agency's presence at the company and are the responsibility of the agency.

Work stations in industry supervisors expect a higher salary than workshop supervisors to compensate for these additional responsibilities. They will also be looking at the pay scales of supervisors at the company with parallel responsibilities.

Back up supervision is required to provide for time off for the regular supervisor. One solution is to provide one extra "floating" supervisor for a number of work stations. The WSI Coordinator can be designated as the back up to this back up.

Wage and Hour Considerations

Existing rehabilitation facilities licensed as sheltered workshops can extend their coverage under the license to work stations in industry, each one of which is considered a "satellite workshop." If the mission and client population of the work station program is different from that of the rest of the programs, it might need to be separately licensed, and applicable Federal regulations need to be consulted in each case.

Work stations in industry are a category of sheltered employment and the requirements of sheltered employment apply. Wage and hour data can be collected using the same forms used by any certified sheltered facility.

If the program marks a transition from goods producing to service producing jobs, wages will probably be paid hourly rather than by piece rate. For hourly wages, a list of the job tasks and predetermined norms for each task can be drawn up. The norms can be determined during the job analysis. Each worker's production can be sampled periodically and their productivity determined.

If the agency will be working evening and/or weekend hours, it is customary to add "inconvenience pay" to the base hourly rate.

Financial Management

The kinds of expenses incurred by a WSI program can be broken down into several categories:

1. Worker Labor
2. Supervision
3. Coordinator
4. (Supplies and Equipment)
5. (Vehicles)
6. Administrative costs, insurance, and other "overhead"

To cover these expenses, income will be drawn from several sources.

1. Contract Income. At a minimum, contract income will cover expenses 1 and 4 (Labor and Supplies) and some portion of 2 (Supervision). Some contracts may cover all of the supervision and more. But it is not realistic to expect all of the costs to be borne by contracting companies because some of

the costs are related to rehabilitation rather than production. As a general rule, the company ought to pay for production expenses and other sources must be found to cover rehabilitation expenses. Some of the supervision will be supervision the company would have had to provide anyway, but many times the amount and kind of supervision given will be greater than required of ordinarily job ready workers.

A WSI program will tend to include some projects which are better income producers than others and this is what is normally found in all economic activity. The overall picture is what is important. There is no law against continuing a work station that cannot "pull its weight" if it has important rehabilitation value.

As mentioned earlier, companies with personnel problems and headaches will be willing to pay the agency more in "overhead." The agency is in a relatively better position to assume these headaches, since it probably already is paying for intensive personnel management (case managers), employee selection and screening (intake and evaluation), and training. One way to look at the situation is that you are getting reimbursed for some expenses you would have paid out anyway and this amount is the agency's "profit."

2. Case Service Fees. Most agencies collect fees for individual rehabilitation services and the WSI program is in a good position to maximize this income. The rehabilitation potential of integrated, realistic employment make it attractive to prospective clients, guardians, and referral agencies. The program can make itself receptive to on-site situational vocational evaluations and work adjustment training. Sometimes local DVR offices will sponsor clients for an additional period of training to adjust from a workshop to an integrated work setting and this ought to be strongly advocated for. Long-term sheltered employment funds are more secure on work station employment because there is less down time and all workers routinely meet the funding requirements.

3. Special grants are still available for program innovations. Notable among these are the Projects with Industry from the Rehabilitation Services Administration. The Urban Mass Transit Authority can be a source of transportation funds to provide a vehicle to transport workers to work stations in industry.

4. Many other sources of income are drawn upon to help finance rehabilitation facilities, such as state and local Department of Mental Health, the United Way, and direct fund raising. These are all available to WSI programs as well to defray nonproduction costs such as 3 (Coordinator) and 6 (Overhead).

WSI programs tend to compare favorably in cost-effectiveness with other vocational rehabilitation programs because a greater percentage of overall costs are covered by contract income. The financial standing of the program will improve over time and so an agency must usually wait until about the third year before the WSI program is financially solid. This is an ideal situation for a grant request because the grantors will react favorably to a program that can stand on its own after the "seed money" is expended.

Record Keeping and Reporting

The Coordinator will no doubt be responsible for periodic reports to the agency Board of Directors and reporting is required for grants. In addition, reports may be requested by the agency insurance agent and the state DVR regional facilities specialist. The last two parties are primarily interested in an accounting of what present sites are being utilized for sheltered employment and in the safety and health factors involved in the projects.

Some of the essential records kept on each contracting company include:

1. Signed contract
2. Job analysis of the project
3. Hourly Wage Rating Form or time study for piece rate
4. Attendance and wage and hour information
5. Copy of Personnel Memo to new workers

Agency Organization

A mature work stations in industry program can potentially become the major focus of a rehabilitation agency. The mission of what used to be "the workshop" can evolve into a center for evaluation and initial work adjustment. Most individuals who can presently succeed in sheltered employment in a workshop can also succeed at a work station in industry. Longer term work adjustment training might be required for those who lack very basic work skills or who would disturb or offend others in an integrated setting. There are, however, degrees of integration and some work stations in industry might be suitable for workers who are presently considered too low skilled to even enter a workshop. In the authors' experience a grounds keeping contract to keep city parks clean after weekend traffic was successfully carried out by workers from a prevocational "day treatment" program.

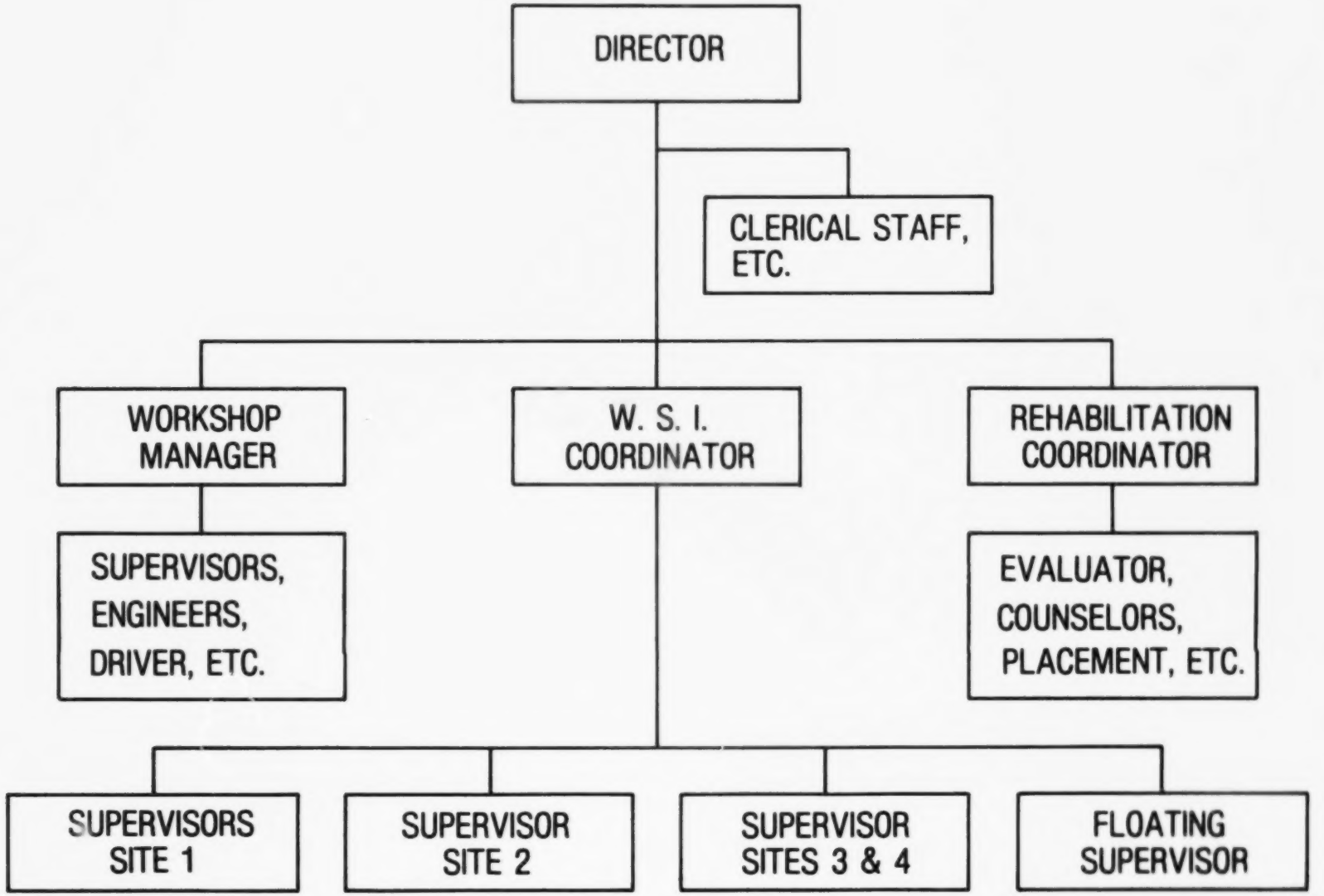
Primarily then, the agency's own facility could become only a short-term springboard into the world of work. It would be interesting to speculate about the possibility of a WSI program without even a vestige of a workshop--just a small Coordinator's office--but the authors know of no agency that has tried this radical an approach.

Figure 2 is a sample Organizational Chart of an agency with a WSI program. Note the Floating Supervisor who fills in for absent WSI Supervisors.

Other possible job positions in a WSI program, not indicated on the Chart, are an Assistant Coordinator or Operations Manager, and a Work Stations Contract Procurer.

Figure 2

ORGANIZATIONAL CHART



CHAPTER 7

REHABILITATION SERVICES

Even at fairly independent work sites, WSI workers are not job ready by competitive standards and are receiving rehabilitation services. The two major long-range goals for employees can be considered to be long-term sheltered employment or competitive employment. Individual programs or work sites can specialize in one area (for example, pre-placement training) or provide services to clients with both types of goal.

WSI programs find it useful to formulate program objectives (this is particularly true if grants are sought) and different program objectives will apply to programs with different emphases. The following are sample program objectives for programs with a long-term work adjustment emphasis:

OBJECTIVE	MEASURE	REMARKS
1. Employ a given number of workers	(a) average number in program per month (b) number in full-time, part-time, and temporary employment (c) total work hours per month	
2. Maximize worker earnings or productivity	(a) average hourly wage (b) average percentage of competitive norms	
3. Provide the least restrictive or most integrated work environment possible	At least five yeses on check items, (a) through (g), pp. 9 & 10.	The more formal Program Assessment of Service Systems (PASS) can be used well
4. Provide work opportunities in a variety of occupational areas	Number or percent of interest areas represented	For example, using the 11 interest areas of the AAMD Reading-Free Vocational Interest Inventory

Programs which emphasize movement into competitive employment might give a higher priority to these two objectives:

5. Maximize job placements	Number or percent entering competitive employment per month	Either number referred or number employed past 60 days can also be used
6. Maximize trainee job skills	Percent of total job mastered	Presupposes an accurate and complete list of tasks with norms and quality standards

Case Management

Individual workers will have their own objectives formulated in an Individual Work Adjustment Plan or similar document. The Rehabilitation Counselor, Work Adjustment Instructor, or other vocational case manager usually formulates the plan and communicates the applicable parts to the Production Supervisors.

Supervisors are physically separate from the rest of the agency so more effort has to be made to communicate the needs of the rehabilitation staff. Case managers should visit work sites frequently to make certain recommendations are being followed and determine worker progress. Supervisors should be well trained in implementing behavior change strategies and in skill training.

While on site, case managers as well as all agency personnel should pitch in with the production going on rather than stand around observing or talking.

Supervisors can fill out periodic behavior checklists or be given specific behaviors to observe, such as "How does this worker react to pressure from supervisors?" But these cannot take the place of frequent face-to-face communication and observation.

Case conferences are scheduled outside of work hours and at the agency, not the company. Occasionally this necessitates more flexibility in work hours on the part of the rehabilitation staff.

Strategies and Techniques

In addition to the powerful influence of the realistic work environment itself, specific work adjustment instruction may also be indicated. Strategies of behavior change should be closely related to the work and work routine at the job site. For example, suppose that a worker disturbs co-workers by talking to them during work time about matters unrelated to work. To isolate this worker by moving an individual work station off by itself would be a fairly poor strategy because it looks odd in the context of a company environment. Strategies which would "fit in" better include placing the worker next to a co-worker who doesn't respond to conversation during work or appropriately praising the worker for doing a good job after a certain number of minutes of working without talking.

Generally speaking, the reinforcers used can resemble as closely as possible those used in the everyday world of work: good pay, preferred tasks (promotion), supervisor praise, etc.

Instruction that is not directly job related, counseling, and other ancillary services are best arranged outside of the work day, as is the case in competitive employment. Any rehabilitation services on site should be as unobtrusive as possible.

New work adjustment issues may arise as a result of transfer to a WSI. Workers are likely to experience an increase in independence and this may result in difficulties with money management, sexual behavior, or other issues. Workers may also experience a decrease in social activity because work

stations in industry, like other work situations but unlike many rehabilitation centers, do not meet the social needs of the employees during the work shift. Case managers can assist employees in finding more usual ways to meet their needs for social activity.

Evaluation

A WSI site can be an excellent tool for vocational evaluation. They provide a realistic environment with close supervision, a variety of work tasks, and opportunities to assess social interaction and maturity. If a program has a variety of different work stations, people undecided about career goals can try out at more than one job.

A work site should be securely established before being used as an evaluation site for persons not known to the agency. A work station that has proven successful can withstand a minor or occasional incident of unacceptable behavior. Sometimes it is stated in a WSI contract that the site will be used for evaluation.

Placement

When the agency considers a worker job ready, the company can be notified and given the first option to offer employment to the worker. The contract could state this in a "Completion of Training" clause. The company might give a reference or even actively assist in job development of workers it does not hire.

When a worker leaves the work station, consideration must be given to the production needs of the site. The same notice given any employer will be needed and if there is no waiting list and production would be jeopardized, perhaps a commitment is needed also on the part of the case manager to find a replacement or make up for the production of the worker until a replacement is found.

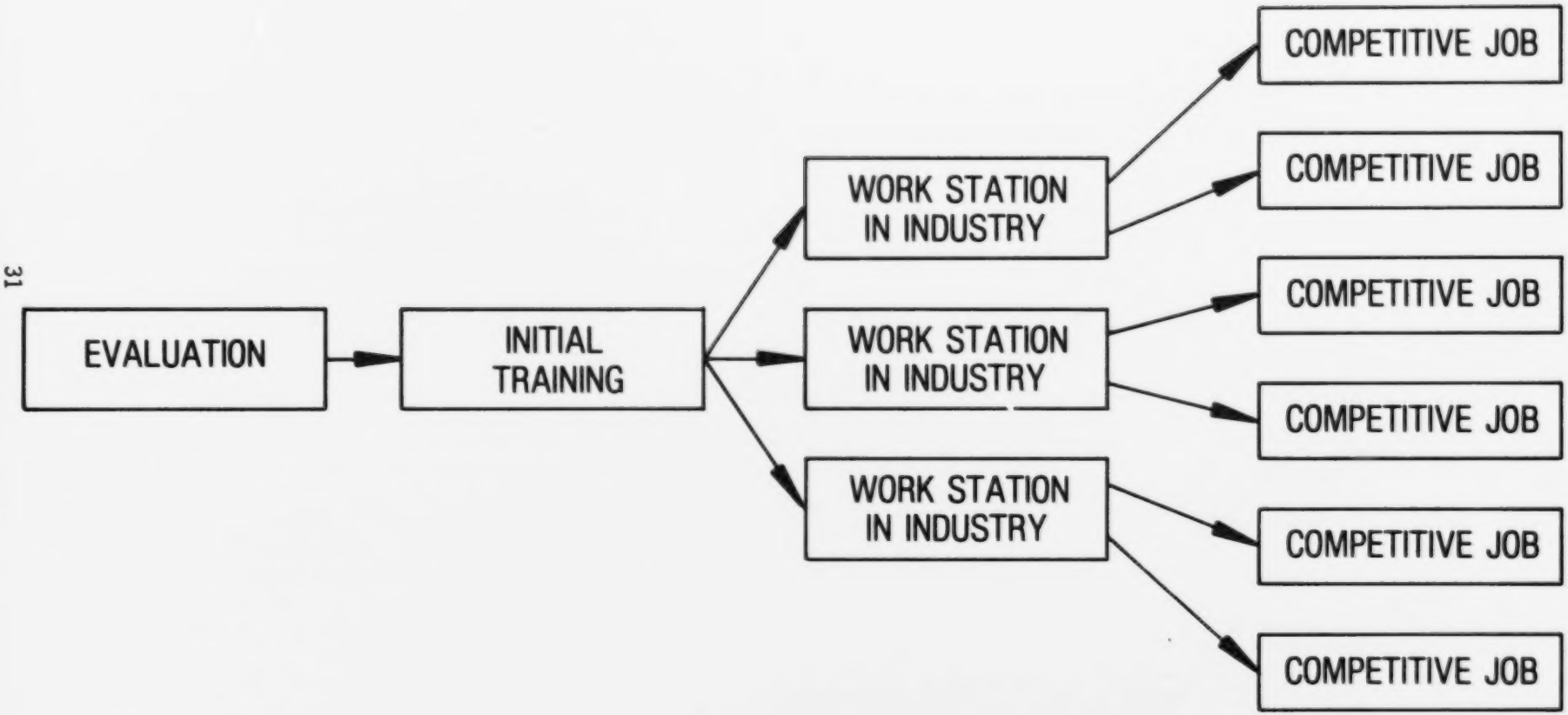
A mature WSI program will have a "case flow" that might look like Figure 3. Depending on the individual, a short period of evaluation and work adjustment or establishment of rapport might be necessary at the agency's training facility, followed by assignment to the next appropriate work station opening, and from there into a competitive job.

Conclusion

Work stations in industry is an innovative program that merges rehabilitation with industry. Although it is not a panacea for all the ills of either party, it is one way that each can serve the other. For rehabilitation, it fills a gap in vocational services. For industry, work stations have proven to make good business sense. The biggest gainers in the merger have been the disabled workers who have been given an additional opportunity for vocational growth in the same settings available to everyone else.

Figure 3

CASE FLOW



("WORKSHOP" FACILITY) (VARIETY OF OCCUPATIONS)

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